DHS Presidential Transition Office Task 172

Any Border Patrol document regarding concept of operations and/or operational needs related to the fence, tactical infrastructure or technology. Border Patrol inputs regarding where fence, infrastructure or other technology should be placed to enhance its mission performance.

Executive Summary

U.S. Border Patrol (USBP) operational needs are built on the ability to continuously detect, identify, classify, and track all border incursions (land, air, maritime, and subterranean) through a multi-layered approach in targeted areas under all weather, terrain, vegetation, and light conditions for providing security-in-depth along the border area.

Government programs and acquisition drive the emphasis on certain capabilities or combinations of capabilities.[1] This top down guidance must be complimented with bottom up mission analysis to ensure that realistic and actionable courses of action are ultimately selected. The use of "Top Down" Guidance with "Bottom Up" Analysis[2] enables the USBP to avoid common mistakes of the past.[3]

Historic

The old Surveillance Technology and Tactical Infrastructure documentation process encompassed the following areas – Requirements, Mission Analysis, Audits and Test and Evaluation. The USBP operated under DHS Management Directive (MD) 102 during these years. All major programs were aligned to those documentation requirements. That process included pre-MD 102 era documentation from Secure Border Initiative Network (SBInet). The USBP considers this time frame to be one with many lessons learned, that ultimately spawned the new and improved USBP Requirements Management Process.

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[1] "Progress in Addressing Secure Border Initiative Operational Requirements and Constructing the Southwest Border Fence"; Department of Homeland Security Office of Inspector General, Document Number OIG-09-56, April 2009

[2] "SBInet Independent Assessment: Analysis of Alternatives, Phase 2"; Homeland Security Studies & Analysis Institute, June 10, 2011.

[3] Arizona Technology Plan Concept of Operations, Operational Requirements Branch (ORMB)/SPPA, May 2012.

Current State

The current process encompasses Surveillance Technology and Tactical Infrastructure documentation from the following areas – The current USBP Requirements Management Process (RMP) – specifically detailing the Capability Gap Analysis Process (CGAP), Audits and Test and Evaluation. This also includes guidance from DHS based on the new Management Directive (MD) 107 Joint Requirements Integrated Management System (JRIMS). In 2017 the USBP is undertaking a new round of requirements documents (Operational Requirements Documents [ORDs], Mission Needs Statement [MNS], Concept of Operations (CONOPS) as per MD 107 guidance. The goal is to have updated requirements documentation by the end of CY 2017.

The Border Patrol applies this process to justify and explain why we need certain resources and technology in the field. The capability gaps revealed through the process are translated into requirements and then plans. The USBP currently utilizes the Capability Gap Analysis Process (CGAP). CGAP is a process that was developed by the U.S. Border Patrol Headquarters utilizing Johns Hopkins University Applied Physics Laboratory. CGAP helps determine what USBP needs to fill identified gaps, and drive technology and tactical infrastructure investments. CGAP considers the total mission and can reveal rapidly executable solutions to identified problems. CGAP uses collaborative analysis exercises (workshops) and station/area-specific scenarios. These exercises bring agents of various ranks and experience levels together and use threat scenarios to assess: (1) how adversary and friendly forces operate, (2) the capabilities friendly and adversary forces possess, and (3) whether adversary capabilities exceed friendly force capabilities.

USBP must possess a broad spectrum of complimentary capabilities and specific capability solutions must be tailored to specific locations. This combination of capabilities addresses threats to our nation. There is no one capability or solution that will achieve border security by itself. A Border Patrol providing national security is made possible through successful threat-based, intelligence-driven and operationally-focused enforcement actions. These actions are enabled by full situational awareness—the ability to perceive and comprehend threat activities in order to project effective and efficient capabilities. This requires investments in all of the master capabilities to include technology, infrastructure, personnel and other assets. The correct mix of investments is as complicated as the terrain, environment, adversary, politics, economy and other drivers.

Current U.S. Border Patrol Requirements Process Documents

We are providing the current U.S. Border Patrol Requirements Management Process documentation.

1. MD 107 Requirements Documents
   - DUSM Signed Land Maritime Action Memo
   - DHS Under Secretary of Management Deyo Signed CBP Remote Video Surveillance System Acquisition Decision Memo
2. Test and Evaluation Documents
   - FOUO – OTIA05 – IFT -77-160004 Revision B LUT Final Report (IFT Operational Test and Evaluation Report)
   - B1 IFT Memo with Supporting Documents (Chief, USBP Certification and Acceptance memo for IFT)
   - FOUO – OTIA05-RVSSU-77-150023 RVSSU LUT Final Report (RVSS Operational Test and Evaluation Report)
   - FOUO/LES – FDE OTIA05_SP_76-140010 Rev B (Tactical Aerostat Field Development Evaluation)
3. USBP Requirements Management Process
   - FOUO - Version 1 Requirements Management Process Document
   - FOUO/LES - Version 1 Capability Gap Analysis Process (CGAP) Initial Operating Procedure (IOP)
   - FOUO/LES - 2015 LRT IRD - The USBP has 9 signed IRDs and will have 11 more in the next year
   - FOUO/LES - 14LRTLRW-04 Capability, Objective, Resource, Evaluative Measure (CORE) Card (Sample CORE card to demonstrate how gaps are captured and documented) – *This gap has not been funded and actioned*
   - FOUO/LES - 14LRTLZT-06 CORE CARD – *This gap has not been funded and actioned*
   - FOUS/LES - 15SDCCHU-1_CORE_CARD
   - FOUO/LES - FY15SDCECJ-01_CORE_CARD
   - FOUO - Tier 1 Decision Brief 10-13-15
   - FOUO/LES - SWB Technology Roadmap High Level
4. GAO Audit Documentation
   - 14-276467 Distro (CBP Recommendation Response to GAO)
   - FOUO – 2014 Tech Measures (Final)
   - FOUO – 2015 GAO Tech Measures Final

Historic U.S. Border Patrol Requirements Process Documents

We are also providing the following previous U.S. Border Patrol Requirements Management Process documentation.

1. GAO and IG Audit Documents – Documents related to Surveillance Technology and Tactical Infrastructure Audits
   o FOUO - SWB Tech Plan White Paper
   o 02_OIG OP Reqs – Tactical Infrastructure Audit
2. MD 102 Requirements Documents – Requirements Documents related to MD 102 Acquisition Policy and related to SBInet
   o FOUO - Arizona Technology Plan CONOPS
   o FOUO - IFT ORD All Signatures
   o FOUO – MVSS ORD Signed
   o FOUO – RVSS ORD Final
   o SBInet SoS ORD Block-1 11-24-08
3. Operational Test and Evaluation Documents – Operational Test and Evaluation Documentation
   o FOUO - ATEC SBInet Final_31 March 2011
4. SBInet AoA – Documents related to the SBInet Analysis of Alternatives, follow on planning post - SBInet
   o SBInet-Phase2-ESC Brief-10Jun11
   o FOUO - SBInet-PhaseIA-ESC Brief-Final7Jul
   o SBInet-PhaseIB-ESC Brief-26Jan11
   o FOUO - Attachment2_Arizona Border Technology v3
5. Tactical Infrastructure Documents
   o TI Standards Checked and Final_041012
      ▪ 2012, but still relevant and used
6. USBP Requirements Management Process – Internal USBP Requirements process documentation
   o FOUO - V2 D1 Cap_Lims_10_31
      ▪ SBInet Block 1 Capability and Limitations Document
   o FOUO - User Assessment (SBInet Block 1) 01Jul09